Advanced Techniques for Coachin

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College of Education

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Objectives

- Introduce concept of and core strategies of motivational interviewing (MI)
- Develop and implement basic motivational interviewing skills applied to teacher consultation
- Provide an overview of a coaching model that can be utilized within school framework

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1st Question

 How much control do you have over whether teacher's implement your consultation recommendations?

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Getting People to Change

The Hard Stuff

The most challenging part of consulting with teachers is getting them to do what I want them to do.

Classroom Coach

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A Taste of Motivational Interviewing (MI)

- Negative Practice
- Positive Practice

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Negative Practice

- Speaker role: Identify a change that you are considering, something you are thinking about changing in your life, but have not definitely decided. It will be something you feel two ways about. It might be a change that would be good for you, that you should make for some reason, but have been putting off. Tell the consultant about this change you are considering.
- Listener role: Use as many of the roadblocks to listening as you can to persuade the speaker to change

Roadblocks to Listening

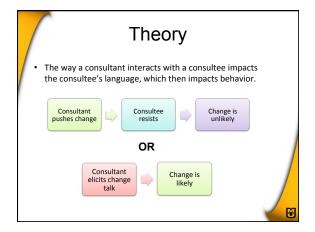
- Ordering, directing, commanding
- Warning or threatening
- Giving advice, suggestions, solutions
- Persuading with logic, arguing, or lecturing
- Moralizing, preaching, telling what should do
- Disagreeing, judging, criticizing, blaming
- Agreeing, approving, praising
- Shaming, ridiculing, labeling
- Interpreting or analyzing
 Reassuring, sympathizing, or consoling
- Questioning or probing
- Withdrawing, distracting, humoring, or changing subject

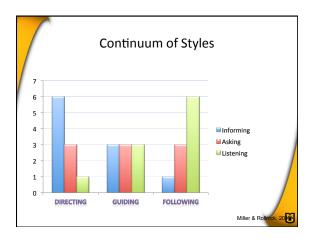
Positive Practice

- **Listener role**: Don't try to persuade or fix anything. Don't offer advice. Instead ask these four questions one at a time, and listen carefully to what the person
 - Why would you want to make this change?
 - If you did decide to make this change, how might you go about it in order to succeed?
 - What are the three best reasons for you to do it?
 - How important would you say it is for you to make this change, on a scale from 0 to 10, where 0 is not at all important, and 10 is extremely important? [Follow-up question: And why are you at _____ rather than a lower number of 0?]

MOTIVATIONAL INTERVIEWING: THE BASICS







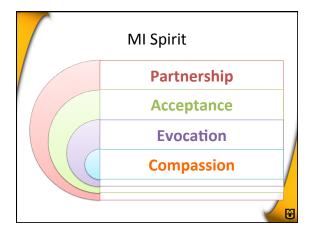
Two Big Ideas

• MI Spirit

- If teachers come to believe that you genuinely accept and understand them, you have created the setting for them to move in positive directions

Change Talk

- If you learn to hear change talk it becomes your guide to doing MI



Change Talk

Desire:

- $-\,$ "Something really needs to change." "I'm hoping that..."

- "This is something I do really well, so this won't be a problem."

- Reasons/Benefits of Change:
 "If I get control of the classroom, I think it will help all of my students to feel good about themselves and their abilities."
 - "If this works, it will give me more time to get to the content."

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- "Without some changes I don't think I can make it through the year."
- "I go home every day from work just feeling exhausted."
- "I don't think the students are learning very much this year with all the distractions."

Commitment:

- "I will try your suggestions."
- "I'm going to pay attention to my use of praise this week."
- "The first thing I will do is to post my new rules and teach them to the students tomorrow."

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Commitment Talk

- Special instance of change talk
 Intention to change ("I will do this")
- Commitment talk towards end of meeting is the best predictor of whether people will change

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Buzz: Is it Change Talk?

- Read the following and circle any examples of change talk (see Handout: Change Talk Exercise)
 - I'm worried that if I don't get control of this class soon that I'm not going to make it through the year.
 - It just seems like we're wasting a lot of time this year waiting for students to settle down.

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Use Your OARS **MOTIVATIONAL** Evoking Change Talk **INTERVIEWING** Responding to Change **STRATEGIES** Responding to Resistance (Sustain Talk) The MI 'OARS' • Open-ended questions • Affirmations • Reflections • <u>S</u>ummaries **OARS** Open-Ended Questions (can't be answered in a single word) - "What are your concerns about. . .?" - "Why do you want to make these changes?" - "How have you handled these problems in the past?" $\,$ • Affirmations (specific and genuine): - "You're really putting a lot of thought and time into this." - "I see how hard you are working." $-\,$ "You did an amazing job with praise this week."

• Reflective Statements (strategy of paraphrasing comments while giving special attention to the implied feelings): - "You're really frustrated by how things are going." - "You're having fun in your class." - "You just really want the best for these kids." • Summaries (two or three sentences to draw connections): - "So let me make sure I'm understanding all of the big ideas so far. You're feeling pretty worn out from all the chaos in your classroom this year and taking on new classroom strategies just seems like another burden right now. At the same time, part of you is hopeful that spending time on it now could eventually give you more time."	
Questions that Evoke Change Talk: DARN-C See handout: Questions that Evoke Change Talk Desire Tell me about things you want to be different. Ability/Optimism About Change What makes you think you could do it? Reasons/Benefits of Change How would you like things to be different? Need for Change/Disadvantage of Status Quo What makes you think that you may need to make a change? Concern What worries you about your? Commitment/Intention to Change What would you be willing to do?	

60 Second Buzz

Evoking Change Talk with Questions

- Turn to the person next to you and ask them any question on the handout *Questions that Evoke Change Talk* about a behavior they are considering to change
- Listen for their response and decide if it is an example of change talk
- Switch roles.

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Evoking with Questio	ns	
Consultant: What do you want support with?	nded	
questio Teacher: I would love support with disrespectful Change		
behaviors in the class. The calling out, the yelling at reasons	ind	
teachers. I mean just constant lack of regard for the change rules. I hate the talking while you're teaching, the		
out of seat behaviors. I just want help getting them		
to do anything that they are supposed to be doing.		
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Teacher : For me it's a time thing. It takes longer to quiet people down by praising the students who are on task and waiting for the others to	Sustain talk	
get on task than to just tell them.		
Consultant: What are the disadvantages of doing that?	Open-ended question Change talk: reasons	
T: Well it doesn't always work especially for the kids who like to talk out.	for change	
C: What would be the advantage of doing both, stating your	Open-ended question	
expectation, "Sit quietly," and then praising those who meet the expectation?		
T: Well it helps clean up the mess. It gives me another tool for getting	Change talk: reasons for change	-
everyone on task. So most kids will sit quietly when I ask and then the		
praise for those kids might draw the others in. Plus, it's also nice giving attention to the kids who always do the right thing. It's easy to		
overlook them, but this way I'll be giving them the attention they		-
		1
Importance/Confidence Rule	ers	
/		
How important would you say it is for you to to 10, where 0 is not at all important and 10 is extremely	? On a scale from 0	
would you say you are? 0 2 4 6 8 10	,	-
Not at all Extremely Important Important		
 Why are you at a and not zero? What would it take for you to go from to [a higher nu 	mber]?	
And how confident would you say you are, that if you de, you could do it? On the same scale from 0-10 you say you are?	cided to), where would	

60 Second Buzz

Evoking Change Talk with Rulers

- In groups of three
 - Speaker: Talk about a problem you would like to change.
 - Coach: Ask the Ruler questions.
 - Observer: Listen for change talk.

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Responding to Change Talk

- Elaborating change talk
- Affirming change talk
- Reflecting change talk
- Summarizing change talk

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Keeping it Going: Elaborating Change Talk w/Reflections Consultant: What would you like to be different? Teacher: I talk too much. I know I do. I want to fix that but I don't change talk: desire for change talk talk: desire for change talk: desire for change talk talk: desire for change talk: desire for

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	Responding to Sustain Talk:	
	Don'ts (Responses to Avoid)	
•	Education: Uninvited Information-Giving - Easy to fall into the trap of giving information in response to a resistant	
	statement • "Research has shown that".	
	 This is a subtle (sometimes not so subtle) trap of taking sides. The implied message is, "if only you knew a little more you would feel differently." 	
	 The most likely response to uninvited information giving after a resistance response is further resistance ("Yes, but"). Invited or well-timed information-giving can be helpful. 	
•	Argument: Giving Reasons Why Change Would be Good - "This can really help you by"	
•	Premature Solutions ("Have you tried," "What if you")	
•	Self-Disclosure Authority/Pressure/Guilt	
	Additionally resource during	
	M M	
	Responding to Sustain Talk:	-
	Do's: Guiding Principles	
•	Resist the Righting Reflex	
•	Finding the Gem	
	 Listen for strengths, values, good intentions 	
	 T: "I have tried all of these strategies that we've been discussing—used visual schedules and praising approximate behaviors. I've used them all 	
	year and with Alex it just doesn't work." • C: "You've been really committed to making a difference for this boy, and	
	you really wish you had seen more progress. I admire your persistence. And what a gift you have given him this year. I bet he has had few other	-
	people in his life stick with him like that. That's something that stays with children much longer than we know or see in the short-term."	
•	Focus on the Child's Perspective	-
	- "What do you think the student is learning when you say (do) that" or "What do you want your students to learn from" **The content of the students	
	•	
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	Responding to Sustain Talk:	
	Specific Responses	
	Simple reflection	
	Amplified reflection Double-sided reflection	
	Shifting focus	
•	Reframing	
	Agreeing with a twist	
	Emphasize personal choice and control Coming along side	
	John Storie State	

See Miller & Rollnick, 2013

Responding to Sustain Talk

- Reflective Listening: Simple Reflections. When in doubt, use a simple reflection to acknowledge the person's perspective or feeling. This invites further exploration, saps the energy of resistance, and avoids the trap of taking sides.
 - TEACHER: I don't get why we have to do this. I have been teaching for years and the kids just get worse and worse
 - CONSULTANT: It's frustrating to put a lot of effort into doing this if people aren't going to stick with it.

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Practice

 Teacher: This child has me crazy. It is simply easier to send him to the office.

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Responding to Sustain Talk

- Amplified Reflections. Miller and Rollnick describe these as exaggerated reflections and note to be effective must be delivered in a matter-of-fact manner without hint of sarcasm. For instance:
 - TEACHER: Those studies about differential reinforcement really don't prove anything.
 - CONSULTANT: You really don't believe research tells us anything about how to support students.

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Practice

 Teacher: The kids in my class just don't have parents that support their needs at home.
 The parents are the ones you should be talking to, not me.

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Responding to Sustain Talk

- Double-sided Reflections. These responses are excellent ways to respond to ambivalence. It involves including a summary of both sides of the ambivalence in a single response. Note that the preceding teacher statement does not necessarily need to include both sides of the ambivalence. That is, you may be reflecting the immediate response and drawing on prior teacher responses to put together these double-sided reflections.
 - TEACHER: This intervention is just not going to work.
 - CONSULTANT: I can see your predicament. On the one hand, you're really worried about how things are going for Caleb (prior content), but on the other hand, you're not sure how our work together can help.

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Practice

 Teacher: I've tried my best and nothing is working. I am not really open to doing much more.

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Responding to Sustain Talk

- Shifting Focus. Rather than pushing forward through resistance (as it often invites us to do) a better tact is to acknowledge it and then shift attention to a new direction.
 - TEACHER: You're probably going to be mad at me for not trying the social narratives we talked about.
 - CONSULTANT: That's really not why I'm here.
 What do you think would be helpful for us to discuss this week?

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Practice

 Teacher: I know we talked about working on using task analysis with Javon in the classroom, but there were two snow days, then I was sick, and I just never really got to it.

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Responding to Sustain Talk

- Reframing. This classic counseling strategy offers a new, more positive, interpretation on a statement made by the teacher.
 - TEACHER: I've tried so many classroom behavior plans but none of them seem to help.
 - CONSULTANT: You're very persistent in trying new things that can help.

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• Teacher: I can tell when he has forgotten to take his meds and I know the whole day is awash.

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Responding to Sustain Talk

- Agreeing with a Twist. Miller and Rollnick describe this as a reflection with a reframe. The intent is to acknowledge the teachers' position with a slightly differently spin or direction.
 - TEACHER: I know how to teach these kids. No one can tell me what to do with them.
 - CONSULTANT: You know a lot about what works here and really it's completely up to you want happens in your classroom. If this is going to work, you need to be the key player in this process.

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Practice

 Teacher: Leah is in 4th grade and should know better. I don't think I should have to babysit them her praising them for doing what she should be doing anyway.

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Responding to Sustain Talk

- **Emphasizing Personal Choice**. It's common for people to respond with resistance when they feel their choices are limited or threatened. When consulting around getting teachers to adopt specific practices, this response is even more likely. The best response when you sense a teacher is threatened in this way is to simply state the obvious, that ultimately it's their decision about what they do.
 - TEACHER: My principal is making me do this. She really didn't give us any choice.
 - CONSULTANT: It seems like you have no choice here which is frustrating. When it gets down to it, though, what you do in your classroom and how you do it is really up to you. I can't force you to meet with me. It's your decision about how we spend our time together.

Practice

• Teacher: I wish he would just stop acting like a kindergartener. I shouldn't have to check off boxes to get him to behave.

Responding to Sustain Talk

- Coming Alongside. This is an advanced strategy for evoking change talk that involves having the consultant take the side against change. Much like reverse psychology, the rationale is that by arguing against change, the consultant makes it more like the teacher will respond by arguing for change. This should be used cautiously, especially as you are learning the method. As always, your best guide to whether it is working is whether or not it produces change talk.
- TEACHER: I don't think these strategies are going to work.
- CONSULTANT: It's seems pretty hopeless, like why even try if there's a possibility it's not going to work.
- TEACHER: I'm going to give it a try this week and work on using these strategies every day.
 CONSULTANT: Hey, slow down. Are you sure you're ready to do this?

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• Teacher: I already know how to use evidence based practices.

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Responding to Sustain Talk

- Evocative Responses. Remember the goal is to evoke change talk from clients, so other responses we discussed for doing this also apply to working with resistance. Often one of the above responses is the best initial response to resistance. But any of these can be followed with the methods we discussed for evoking change talk.
 - Asking Evocative Questions: "Remind me again the reasons you wanted to make these changes..."
 - Exploring Decisional Balance: "What are the pros/cons of keeping things the same and the pros/cons of doing something new?"

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Practice

 Teacher: I don't have time to work on this stuff. Do you have any idea what I am required to do each day?

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Responding to Sustain Talk

- Connecting Responses to Values: "This is really hard because of how much you really want to have a positive influence on these kids."
- kids."

 Look Forward or Back: Ask about a time in the past when things were different or to a time in the future when things will be better (e.g., what will happen if things continue as they are, how would you like your classroom to be this time next year). Ask the Miracle Question (e.g., if you could be 100% successful at doing this, what would be different).

 Query Extremes. "What are the worst things that might happen if you don't make this change?" What are the best things that might happen if you do?"

 Change Rulers. As always, these are safe best for evoking change talk. In addition to Importance (need) and Confidence (ability) rulers, you can mix it up by asking about Desire (want) and Commitment.

Catching Yourself

Consultation Model to Support Effective Classroom Management

THE CLASSROOM CHECK-UP

Effective Consultation

- Respect for the person
- Partnership orientation
- · Focus on listening before talking
- Emphasize dialogical conversation
- · Builds self-efficacy

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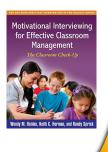
Qualities of Effective Consultant

- Build Relationships
- · Have a good theory
- Flexible (don't come in with a formal plan)
- Problem-solver (identify goals, collect data, share data)
- Empathetic
- Confident (know what you know & know what you don't know)
- Respectful
- Professional (reliable, have boundaries, confidentiality)
- Collegial confrontation (talk about difficult topics in a respectful manner)
- Good Listener (listen B4 you talk)
- · Willing to model target skills
- Roll with Resistance (Motivational Interviewing!)

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The Classroom Check-up

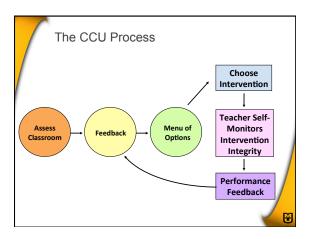
- Relating assessment to creating change in the classroom is a vital and unique component of the CCU.
- The objective of the CCU is to create individualized interventions that are important, practical, realistic, and focused on real-world effects.



CCU Framework

- □ Assess Critical Classroom Variables
- □ Provide Personalized Feedback
- □ Develop an Individualized Intervention Plan Collaboratively with the Teacher
- □ Provide Ongoing Feedback & Support
- □ MI Incorporated Throughout

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Step 1: Assess the Classroom (Engaging & Focusing) • Teacher Interview - Engage and Build Rapport - Identify Strengths and Areas for Improvement - Identify Areas of Concern • Classroom Ecology Checklist - Instructional Management - Behavior Management - Physical Environment • Direct Observations - Observe Critical Classroom Variables

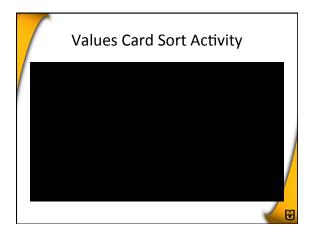
Values Exploration

- Interview Questions
 - Why did you become a teacher?
 - What do you love about teaching?
 - What are the most important things to you?
- Values card sort
 - 20-30 value cards

Forgiving

- Sort into 3 piles:
- Very Important, Important, Not important
- Sort Very Important pile into 3 most important
- Discuss final 3 values

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CCU 10 Minuto Observation Form 10 - minute	
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attention signal. Transitions may havebeen unether with a signal. Also, operations for how students voltagins tumber attention were unders. It seaturely supervised by walking around the destroom and scanned for students needing attention. Also, use of praiseus contingent or students behavior. Issuing a few other strategies to give the students of the students	

Classroom Ecology Checklists

- Consultant and Teacher complete separately
- Compare and Discuss Answers
 - Classroom Structure
 - Behavioral Expectations
 - Instructional Management
 - Interacting Positively
 - Responding to Appropriate Behaviors
 - Responding to Inappropriate Behaviors

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Please o	check the box that represents the best answer for each ques	tion based on th	ne observation	of classroom	practices.	Consultant
	A. Classroom Structure					Teacher
1.	The traffic patterns in the classroom are clearly defined and allow movement without disrupting others.	No 🗆	Somewhat	Yes Ø		Versions
2.	The desks and furniture in the classroom are arranged so that students can be seen at all times and the teacher has easy access to all areas of the classroom.	No 🗆	Somewhat	Yes 9 2		versions
3.	The materials in the classroom are clearly labeled, easily accessible, and organized to minimize clutter.	No	Somewhat	Yes		
4.	There is a system in place for students to turn in completed work and to retrieve graded materials.	No g	Somewhat	Yes		
	B. Behavioral Expectations					
1.	Classroom routines and expectations are clearly defined, stated in the positive, and visible.	No 🗆	Somewhat	Yes	not worded in positive	
2.	It is easy to figure out the classroom expectations when observing the class.	No 🗆	Somewhat	Yes		
3.	Ask the teacher if not directly observed: The teacher actively teaches classroom rules and expectations several times throughout the year.	No 🗆	Only once per year	Yes		
4.	When the teacher uses an attention-getting signal, over 85% of the students respond within a few seconds.	Never responded or within 5 minutes	Within a few minutes	Yes	Not observed	
5.	Transitions between activities occur smoothly without interruption caused by behavior problems.	No.	Somewhat	Yes		
	C. Instructional Management					
1.	The teacher gains the attention of all students at the beginning of a lesson or transition.	No.	Somewhat	Yes		
2.	Based on review of the classroom schedule and observation, it appears that 70% or more of class time is allocated to academic instruction.	Less than 50%	50-69%	70% or more		
3.	A high percentage of students are observed as being engaged during classroom instruction.	Less than 60% are engaged	61-89% are engaged	90% or more are engaged		

Evoking

- Open-ended questions to evoke
- Elaborating change talk
- Using feedback to focus and evoke

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Step 2: Feedback (Evoking)

- Meet with Teacher
- Summarize Data
 - Identify Strengths
 - Identify Areas for Improvement
- Provide Visual and Verbal Feedback

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Behavior	Red	Yellow	Green
Percent Correct Academic Responding	Less than 75% new material Less than 80% drill and practice	75-79% new material 80-89% drill and practice	80% new material 90% drill and practice
Percent Academically Engaged	Less than 80%	81-90%	91-100%
Opportunities to Respond	Less than 10/10 min.	10 – 39/ 10 min.	40 or more/ 10 min.
Ratio of Interactions	Less than 1:1 or < 1 praise statement per minute	@ least 1:1 Consistently	@ least 5:1 Consistently
Specific vs. General Praise	No Praise	Less Specific Praise than General Praise	More Specific Praise than General Praise
Disruptions	10/10 min.	5-9 / 10 min.	0-4 / 10 min.



Step 3: Menu of Options (Planning)

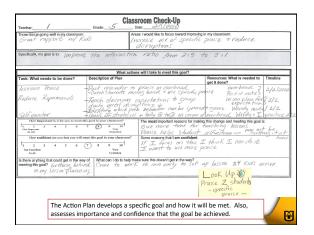
- During the Feedback Identify Possible Areas for Intervention
 - Identify Areas that Teacher Finds Important
- Write Down All Possible Intervention Ideas
 - Provides a Menu of Options
 - Interventions build From Teacher Strengths
 - Interventions Guided by Consultants Knowledge of Research

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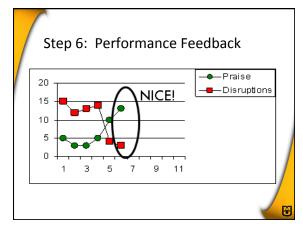
Step 4: Select Intervention (Planning)

- Select One or Two Interventions from Menu
 - Intervention is collaboratively designed
 - Intervention is tailored to the needs of the classroom
- Develop an Action Plan for Implementation
 - This plan can guide self-monitoring

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Step 5: Teacher Self-Monitors Intervention Procedural Checklist • Self-monitoring form guides daily intervention Example Self-Monitoring Form Date: Check off each strategy used today. 1. Used reminder to increase praise (note on overhead). 2. Reviewed Expectations (begin class with math challenge; students raise hand to talk). 3. Begin Math instruction on time. 4. Use Specific Praise when students raise hand.





Expanding Your MI Repertoire

- Seek Additional Learning Opportunities
 - Visit MI websites and explore MI books
 - $\bullet \ \underline{motivational interviewing.org}; \underline{motivational interview.org}$
 - Establish a learning group
 - Contact consultants
 - Tape and code your consultation conversations
 - Contact consultants
 - Observe others doing MI (videos and youtube)
- Don't Fall Into the Overconfidence Trap (Miller)
- Pay attention to MI inconsistent responses

Self-Assessment

- 8 Tasks of Learning MI (Miller & Moyers)
 - MI Spirit
 - Using OARS
 - Catching yourself (rolling with resistance)
 - Recognizing/reinforcing change talk
 - Evoking change talk
 - Developing a change plan
 - Consolidating commitments
 - Integrating MI with other treatments.
- · Self assessment of 8 tasks

MI Skill Development

- · Focus on two things:
 - Increasing your MI consistent responses • OARS

 - More reflections than questions Listening
 - Decreasing MI inconsistent responses
 - Directing, advising, educating, leading

 - Directing, advising, educating, reading
 Catch yourself
 Be aware of your most common MI inconsistent responses (intuitive)
 Stop yourself from doing these responses during meetings
 Do something different! (reflection, shifting focus)

	Resources	
COACHING ar	orick, R., Knight, J., Reinke, W.M., & McKale, T. 010). Coaching classroom management: Strategies and tools for administrators and coaches (2 nd ittion). Pacific Northwest Publishing: Eugene, OR.	
Motivational Interviewing in Schools	Reinke, W. M., Herman, K. C., & Sprick, R. (2011). Motivational interviewing for classroom management: The Classroom Check-Up. New York: Guilford Publications. Herman, K. C., Reinke, W. M., Frey, A. J., & Shepard, S. A. (in press). Motivational interviewing in schools: Strategies for engaging parents, students, and teachers. New York:	The Chaurum Chock-Up
Ketth Hermon Vandy Printe Andy Frey Stophaste Stopard	Springer.	

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